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JAYPEE UNIVERSITY OF INFORMATION TECHNOLOGY, WAKNAGHAT

TEST -3 EXAMINATIONS- 2026

B.B.A-VI Semester

COURSE CODE (CREDITS): 25BBWHS634 (4) MAX MARKS: 35

COURSE NAME: Business Policy and Strategy

COURSE INSTRUCTOR: Dr Tanu Sharma MAX. TIME: 2 Hours

Note: All sections have to be attempted in Continuity

Q.No	Section A : Attempt all 5 Short Answer Questions	CO	Marks
Q1	Define 'Strategy Implementation'. Who bears primary responsibility for implementing organizational strategy?	CO[4]	2
Q2	List any four key activities that must be accomplished during strategy implementation.	CO[4]	2
Q3	What is meant by 'Evaluation and Control' in strategic management?	CO[5]	2
Q4	State the meaning of 'Strategic Incentive Management'. Give two examples of incentive types used in organizations.	CO[5]	2
Q5	Why Strategies fail?	CO[5]	2
	Section B: Answer any Three Questions		
Q5	Wheelen et al. propose a model of corporate development that links strategic evolution to structural change. As organizations grow and their strategies become more complex, their structures must evolve correspondingly. Elucidate on the four Stages of Corporate Development and Structural Evolution.	CO[4]	5
Q6	Kotter's Model is a structured framework designed to help organizations successfully implement change by following a sequential, leadership-driven process. Elucidate on Kotter's 8 step model.	CO[4]	5
Q7	Staffing for Global Strategy Implementation is about: Attract, Develop and Retain. Discuss this strategy.	CO[4]	5
Q8	Even well-designed strategies fail at the evaluation stage. Pearce, Robinson & Mital identify a set of persistent, structural problems that undermine the accuracy and utility of performance measurement. Discuss these problems also cite appropriate examples.	CO[4]	5

	Section C : Case Study		
Q9	Global Tech Solutions – The Implementation Paradox Global Tech Solutions, a leader in hardware manufacturing, recently announced a shift toward "AI-Driven Cloud Services." This new strategy requires a total overhaul of its business model. While the CEO, Marcus Reed, has a clear vision, the company is facing internal resistance, particularly in its European and Asian subsidiaries. The Implementation Dilemma Implementation responsibilities were handed to middle managers who felt they were not part of the initial planning. Furthermore, the company's current workforce lacks the specific software engineering skills needed for the new cloud-based direction. The European division is struggling with rigid local labor laws, making it hard to hire the necessary specialized talent quickly. In Asia, the leadership style remains traditionally hierarchical, clashing with the "agile" and "collaborative" culture Marcus wants to foster. Global Tech uses a legacy Strategic Information System (SIS) that only tracks hardware sales. Consequently, regional managers are still being rewarded based on hardware volume rather than software adoption, leading to behavior substitution—they are ignoring the new strategy to hit their old financial targets. **Questions** 1) Who is primarily responsible for implementing the new strategy at Global Tech, and what critical actions must be done to ensure its success? 2) Analyze how Global Tech should address its International Issues, specifically focusing on Staffing and Leading across different regions. 3) Identify the Problems in Measuring Performance within Global Tech. How does their current Strategic Information System contribute to these issues? 4) Propose a set of Guidelines for Proper Control and a new Strategic Incentive Management plan to align employee behavior with the new strategy.	CO[5]	10 (2+3+3+2)